



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Ad Hoc Strategic Planning Committee  
UCF Downtown Campus, DPAC 169  
University of Central Florida  
December 4, 2025**

**MINUTES**

Chair Tiffany Altizer called the Ad Hoc Strategic Planning Committee Meeting to order at 10:51 a.m.

She reminded the Board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

Carmen Jarquin, Director for Board Relations, called the roll and determined a quorum was present.

In addition to Chair Altizer, committee members in attendance included Vice Chair McNamara, Trustee Luci Blanco, Trustee Bill Christy, Trustee Mark Filburn, Trustee Stephen King, and Trustee John Miklos.

Trustee Tony Massey was not in attendance.

Other trustees attending included Board Chair Alex Martins, Trustee Rick Cardenas, Trustee Jeff Condello, and Trustee Jeff Vahle.

**MINUTES**

The minutes of the June 11, 2025, Ad Hoc Strategic Planning Committee were approved as submitted.

**DISCUSSION**

At Altizer's request, Youndy Cook, Vice President and General Counsel, confirmed that there were no disclosures of conflict of interest from the Trustees.

**DISC-1 Strategic Plan Performance to Date**

Dr. Alexander N. Cartwright, University President presented the university's annual update on progress toward the 2027 Strategic Plan goals. President Cartwright reported continued momentum across key areas, including student success, research activity, community

engagement, and financial sustainability, noting that performance in several areas is meeting or exceeding established targets. The discussion also addressed the importance of sustaining progress beyond preeminence and beginning early planning for the university's next strategic horizon.

#### DISC-2      Student to Faculty Ratio Deep Dive

Borden presented a comprehensive review of the methodology used to calculate the student-to-faculty ratio to ensure alignment with national reporting standards and peer practices. The discussion focused on improved accuracy in counting instructional faculty and the implications for strategic planning and academic capacity. Following discussion, the committee recommended amending the 2027 Strategic Plan faculty FTE goal to reflect the updated methodology.

#### DISC-3      Performance Based Funding Updates

Cartwright and Borden presented an update on the State University System's revised Performance-Based Funding Model 2.0 and its potential implications for UCF. The presentation highlighted changes to metric methodologies, individualized institutional benchmarks, and the emphasis on year-over-year improvement. Trustees discussed strategic considerations related to the new model, including alignment with long-term institutional goals and the forthcoming selection of the Board of Trustees' choice metric, with further action to be considered at a future meeting.

#### **NEW BUSINESS**

Following discussion, the committee considered a recommendation to amend the University's 2027 Strategic Plan faculty FTE goal to 2,250 to reflect the updated student-to-faculty ratio methodology.

Martins motioned to recommend approval of the amended faculty FTE goal to the full Board for consideration on the consent agenda. Filburn seconded the motion. The motion passed unanimously.

#### **ADJOURNMENT**

Altizer adjourned the board meeting at 12:19 p.m.

Reviewed by: \_\_\_\_\_ Date: \_\_\_\_\_  
Tiffany Altizer, Chair, Ad Hoc Strategic Planning Committee

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
Michael A. Kilbride, Associate Corporate Secretary